

Report of the Leader

Council – 15 July 2014

ONE SWANSEA PLAN AND DELIVERY FRAMEWORK 2014

Purpose:	This report presents the One Swansea Plan 2014 and Delivery Statement.
Policy Framework:	Council Constitution.
Reason for Decision:	To adopt the One Swansea Plan 2014 as the overarching strategy for the area.
Consultation:	Legal, Finance, Access to Services
Recommendation(s):	It is recommended that: 1) The One Swansea Plan and Delivery Statement 2014 are adopted.
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1.0 Background

- 1.1 The One Swansea Plan was adopted by Council for the first time in 2013. In line with a more flexible, results based approach, the plan is to be reviewed and updated annually. To this end the needs assessment for the plan was updated in November 2013 and a consultation process undertaken earlier this year.
- 1.2 The updated 2014 version of the plan, along with a delivery statement showing how the plan will make a difference, was agreed by Swansea Local Service Board in May. These documents can be found at: www.swansea.gov.uk/OneSwansea.
- 1.3 This plan is the overarching strategic plan for Swansea. As the Council has a strategic leadership role for the area so the One Swansea Plan should reflect the Council's Policy Commitments. At the same time the One Swansea Plan and the Council's Corporate Plan should be closely aligned.

1.4 At the heart of the plan are six Population Outcomes and 21 linked Challenges. These are summarised in the table below.

Population Outcomes	Challenges
A. Children Have a Good Start in Life	1. Low Birth Weight 2. Domestic Abuse 3. School Readiness
B. People Learn Successfully	1. School Attendance 2. School Achievement 3. Adult Qualifications
C. Young People and Adults Have Good Jobs	1. Youth Unemployment 2. Economic Inactivity 3. Average Earnings 4. Economic Performance
D. People Have a Decent Standard of Living	1. Child Poverty 2. Household Income 3. Personal Debt
E. People are Healthy, Safe and Independent	1. Preventable Early Deaths 2. Life Expectancy 3. Older Peoples' Independence 4. Crime
F. People Have Good Places to Live and Work	1. Public Transport 2. Carbon Emissions 3. Biodiversity 4. Housing Quality

2.0 How Has the Plan Changed?

2.1 The purpose of having an annual update of the One Swansea Plan is to ensure that it can respond and adapt to any important changes. This year, however, the plan remains broadly the same as the plan published in 2013. The vision, overall approach and population outcomes, for example, have not changed.

2.2 Some of the details of the plan have, however, been updated to reflect changes over the last 12 months. The section referring to culture, for example, has been updated to reflect the Dylan Thomas Centenary. Safeguarding is another important priority that has come to the fore over the last 12 months and has been reflected. Similarly, while the 21 challenges remain the same, at least for this year, some aspects, such as improved indicators, for example, have been altered.

2.3 The process of updating the plan reflected:

- **The One Swansea Needs Assessment 2013** – This first update of the strategic needs assessment provides updated data for the indicators as well as some improvements to the indicators. The full document can be found at www.swansea.gov.uk/OneSwansea

- **One Swansea Plan Consultation 2014** – This process collected feedback from the public through Swansea Voices and a separate online survey and from partner organisations through an online survey. The findings report can also be found at www.swansea.gov.uk/OneSwansea
- **Integrated Impact Assessment** – The aim of this assessment, facilitated by the Council's Sustainable Development Unit, is to ensure that the plan is consistent with a range of policy issues such as sustainable development, social inclusion, equalities and healthy cities. A summary of the recommendations made from the assessment and the responses are attached as an appendix to the plan.

2.4 One advantage of updating the plan annually is that the list of 21 challenges can be adjusted. Challenges that are seen as no longer important can be replaced by new ones that have become more pressing. As the plan is relatively new the Local Service Board has agreed that the challenges remain the same for this year but that the LSB Research Group is asked to make recommendations about changes as part of the process of producing the One Swansea Needs Assessment 2014.

3.0 Partnership and Regional Working

3.1 The following set of principles for partnership and regional working are included in the updated plan:

- Swansea LSB holds overall responsibility and accountability for the delivery of the One Swansea Plan and for the coordination of partnership working.
- The LSB will recognise and work with a small number of local and regional 'delivery partnerships' that will provide leadership in given service areas.
- Outside of the recognised delivery partnerships, partnership working will be informal, flexible, aligned with priorities and strictly 'task and finish'.
- All partnership arrangements outside of the delivery partnerships will be periodically reviewed by the relevant delivery partnership – when work is complete or no longer a priority it will end.

3.2 As part of this approach the following groups have been recognised as delivery partnerships by the LSB:

Delivery partnerships that the LSB directs:

- Swansea Children and Young People Board
- Swansea Healthy City Board
- Swansea Economic Regeneration Partnership
- Swansea Poverty Forum

- Safer Swansea Partnership

Delivery partnerships that inform the work of the LSB:

- Swansea Bay City Region Board
- Western Bay Executive Programme Board
- Swansea Environmental Forum

4.0 Delivery Framework

- 4.1 A wider lesson from this area of work is that ‘delivery is a bigger challenge than strategy’. Making a difference to high level outcomes requires the coordination of a wide range of partners and the engagement of the public. This is a different way of working than is typical within organisations.
- 4.2 The Delivery Framework is a tool intended to help the LSB to monitor, focus and coordinate activity around the 21 Challenges in the Plan. Drawing on lessons learnt from the work on NEETs in particular, it highlights the need for a single point of leadership and a single ‘coordinating mechanism’ (usually an action plan).
- 4.3 The Delivery Framework briefly sets out for each Challenge:

Aspiration for 2020	A measurable objective - where we want the indicator for the Challenge to be in 2020
Population Indicator Progress	Where the indicator is now – taken from the most recent One Swansea Needs Assessment
Key Partnerships and Programmes	The most significant partnerships and programmes likely to impact on this Challenge – individual services are not highlighted
Coordinating Mechanism	The partnership action plan or similar that coordinates activity for this Challenge.
Lead	The Strategic Partnership (and sub group where relevant) that is accountable for coordinating activity
LSB Actions	How the LSB will add value to activity to address this challenge – this could range from simply highlighting an issue to undertaking a fundamental system review

- 4.4 The Delivery Framework for 2014 can be found at:
www.swansea.gov.uk/OneSwansea.

5.0 Equality and Engagement Implications

- 5.1 The Single Needs Assessment that informs the plan explores patterns of inequality as well as a number of protected characteristics. The consultation for the One Swansea Plan 2013 incorporated both an Integrated Impact Assessment and an Equalities Impact Assessment.

5.2 The engagement process will be integral to the success of any actions emerging from the One Swansea Plan and will need to be further informed through maintaining both an overall and, where necessary, individual Equality Impact Assessment.

6.0 Legal Implications

6.1 The One Swansea Plan has been produced and updated in accordance with the relevant Welsh Government Guidance: 'Shared Purpose – Shared Delivery'

6.2 The Head of Legal and Democratic Services and Procurement will be consulted in respect of any possible contractual or partnership arrangements as potentially envisaged by Paragraph 3.1 above

7.0 Financial Implications

7.1 There are no additional financial implications arising from this report.

Background Papers:

- The One Swansea Plan 2013
- One Swansea Needs Assessment 2013

All available at: www.swansea.gov.uk/oneswansea

- Shared Purpose – Shared Delivery: Guidance on Integrating Partnerships and Plans (2012)

Available from www.wales.gov.uk

Appendices: None